

INFORMATION BULLETIN

WELFARE-TO-WORK

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TO: SERVICE DELIVERY AREA ADMINISTRATORS
PRIVATE INDUSTRY COUNCIL CHAIRPERSONS
WELFARE-TO-WORK 15 PERCENT SUBGRANTEES
DOL WELFARE-TO-WORK 25 PERCENT SUBGRANTEES
COUNTY WELFARE DIRECTORS
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES STAFF
EDD EXECUTIVE STAFF
WORKFORCE DEVELOPMENT BRANCH STAFF

SUBJECT: DECEMBER 1, 1999, WtW ADVISORY GROUP MEETING MINUTES

The minutes and revised agenda from the Welfare-to-Work (WtW) Advisory Group meeting held at the Employment Development Department, Job Training Partnership Division in Sacramento on December 1, 1999, are attached for your review and information. Please ensure that the minutes are provided to the appropriate staff.

The next meeting is scheduled for January 26, 2000, from 10 a.m. to 3 p.m. at 750 N Street, Job Training Partnership Division, Conference Room A.

If you have any questions regarding the minutes, please contact Brett Lapp at blapp@edd.ca.gov or (916) 654-7961.

/S/ BILL BURKE
Assistant Deputy Director

Attachments

WELFARE-TO-WORK (WtW) ADVISORY GROUP MEETING

750 N Street, Job Training Partnership Division (JTPD)

Conference Room A

Sacramento, California

Wednesday, December 1, 1999, 10 a.m. to 3 p.m.

Agenda

Welcome and Opening Remarks	Bill Burke, JTPD, and Suzanne Nobles, California Department of Social Services (CDSS)
Agenda Building: (No New Items)	All
• WtW Amendments	Dana Durfee and Ralph Zackheim, Department of Labor, Region VI
• Senior Mentoring for WtW Clients	David Mayer, Employment Development Department
• Update on WtW Grant Program Performance	Liz Clingman, JTPD
• Report on the Joint Technical Assistance Visits	Bob Hermsmeier, JTPD, and Suzanne Nobles, CDSS
• Joint Program Management Approach	Bill Burke, JTPD, and Suzanne Nobles, CDSS
• WtW Strategies In Action Web Site	Cindi Tindall and Lynora Sisk, JTPD
• WtW Draft Directive 99-10: WtW Grant Program Eligibility	Michael Evashenk, JTPD
• Sharing of Best Practices	All
• Agenda Building for Next Meeting	All
• Closing	Bill Burke, JTPD

WELFARE-TO-WORK (WtW) ADVISORY GROUP MEETING MINUTES

Wednesday, December 1, 1999

WtW Amendments—Dana Durfee and Ralph Zackheim, Department of Labor (DOL), Region VI, presented information on the recently passed DOL, Health and Human Services, Education, and related agencies Consolidation Appropriations Act for Fiscal Year 2000 which contains several significant changes to the WtW Grant program. Some of the highlights include less stringent eligibility requirements, adding pre-employment vocational education and job training for up to six months, and other program-related changes. A summary of the changes can be viewed on the DOL WtW Web site as follows: <http://wtw.doleta.gov>.

The amendments will be effective January 1, 2000, for the DOL competitive grant subgrantees and October 1, 2000, for state formula grants (85 and 15 percent subgrantees). However, state formula subgrantees can begin applying the new regulations July 1, 2000, using state matching funds.

It was pointed out that many Service Delivery Areas (SDA) have been overenrolling 30 percent eligible clients in anticipation that the new eligibility requirements will be retroactive. Unfortunately, the amendments are not retroactive. It was suggested that the Job Training Partnership Division (JTPD) issue a reminder that the current 70/30 eligibility rules will be applicable for WtW Grant funds expended through September 30, 2000.

The DOL expects to issue regulations and new reporting requirements in late January 2000.

Senior Mentoring for WtW Clients—David Mayer, Employment Development Department (EDD), Senior Worker Advocate Office, presented information on the development of a pilot program to study the feasibility of a statewide senior mentoring program for WtW clients. Using the Kansas Mentoring Works Program model, EDD is seeking a local partner to administer the program. *Attachment 3* provides a synopsis of the project. For additional information, please call David Mayer at (916) 654-6502.

Update on WtW Grant Program Performance—Liz Clingman, JTPD, provided an update on the participant enrollments and expenditures of the WtW Grant Program through September 30, 1999. As the graphs in *Attachment 4* demonstrate, the State is steadily making increases in enrollments and expenditures. However, we still have improvements that need to occur before we are able to reach full expenditure of the funds.

Report on the Joint Technical Assistance Visits—Bob Hermsmeier, JTPD, presented an executive summary (*Attachment 5*) on the joint technical assistance visits conducted by the California Department of Social Services (CDSS) and EDD. A full

report has been prepared and is expected to be issued in January. Joint visits were made to ten entities to determine what works, identify problem areas, and find out how we can reduce implementation barriers. This team concept was used as a pilot and is being considered as a method of doing business in the future (see next agenda item).

Joint Program Management Approach—Bill Burke, JTPD, and Suzanne Nobles, CDSS, presented information on the interdepartmental plan to continue the team approach used under the joint technical assistance visits to manage the WtW Grant program. A team, consisting of EDD and CDSS manager-level staff, will be given the responsibility to provide liaison and advocacy services to local areas, and assist with implementation issues. Bill asked members of the Advisory Group to offer suggestions and thoughts on how they see this approach operating at the local level. Some items we will be considering are methods of how best we can provide services, what type of criteria will be using to conduct visits, and how do we schedule visits. Any suggestions should be submitted to Bill Burke at (916) 654-7111 or Suzanne Nobles at (916) 653-7103. Additional information describing this new strategy will be distributed in a WtW information bulletin.

WtW Strategies in Action Web Site—Lynora Sisk and Cindi Tindall, JTPD, presented information on the new WtW Strategies in Action Web site that will provide a forum for local practitioners to share experiences, strategies, and techniques for successful operation of WtW Grant programs. The Strategies in Action Web site can be viewed at <http://www.edd.cahwnet.gov/wtowsao.htm>.

Strategies can be submitted by any entity operating a WtW program by completing an online form. The form can be submitted via the Web site, faxed, or mailed to JTPD. Submitted strategies will be posted on the Web site after review by a team of WtW practitioners from State and local levels. Lynora asked the WtW Advisory Group for volunteers to participate on the peer review team and any suggestions on improvements to the forum. Please contact Lynora Sisk at (916) 654-7854 to volunteer for the review team or if you have any suggestions or questions.

The JTPD will launch a marketing effort through our program managers, capacity building staff, CDSS staff, and Employment and Training Network to generate support in submitting strategies. It was suggested that we link with the Welfare Information Network for national best practices web sites. Additionally, we will encourage the DOL 25 percent subgrantees to submit strategies in implementing the new WtW amendments.

WtW Draft Directive 99-10: WtW Grant Program Eligibility—Michael Evashenk, JTPD, presented an update on the draft directive for WtW grant program eligibility. This directive will be the first document issued under the new joint policy guidance provided by JTPD and CDSS. Michael stated that no significant changes from the draft document have been made in the final version. If SDAs were following guidance under the draft, they would be meeting the eligibility requirements. The final version is expected to be available on the Web site by the end of December.

Sharing of Best Practices—Members discussed how radio and television ads are being used to enhancement WtW client enrollments. It was suggested that the State

garner support to see if a national celebrity such as Oprah Winfrey would consider doing promotions on the WtW program.

Betty Woods, San Bernardino, described a new approach they are using for recruiting and counseling sanctioned clients. Working with a faith-based organization, they are able to take the bureaucracy out of the system, create a "safe place" for clients, and help remove the sanction. For more information, contact Betty Woods at (909) 433-3458.

Agenda Building for Next Meeting—Bill Burke asked for suggestions on the next meeting's agenda. The following are items for the **next meeting scheduled for January 26, 2000:**

- Update on joint program management approach
- Update on Strategies in Action Web site
- Further guidance on WtW amendments
- Community college status report
- Discussion of collaborative efforts between SDAs and County Welfare Departments
- Discussion on schedule of next year's Advisory Group meetings

Meeting adjourned at 12:30 p.m.

CALIFORNIA MENTORING WORKS

ISSUE

A mentoring program is needed in California which assists Welfare-to-Work (WTW) clients while utilizing the expertise of senior workers.

BACKGROUND

Based on the successful Kansas Mentoring Works Program the California Mentoring Works (CMW), will seek Federal funding from the Older Americans Act Title V Program (SCSEP). The CMW will assist WtW clients by providing them an experienced senior mentor with successful in business, industry government or education. Kansas Mentoring Works has a proven success record, more than doubling the number of successful WtW placements.

The Kansas study demonstrated the following benefits:

- Businesses retained WtW employees due to successful senior mentoring. Costs induced by constant new-hire training diminished.
- Employers witnessed the seniors on the job without cost to them. This helped dispel the negative myths about older workers.
- Company morale increased due to the presence of an experienced, mature senior who helped resolve issues between WtW employees and their co-workers.
- The program encouraged personal interaction to address WtW clients' difficult issues such as low self-esteem, parenting and childcare, money and time management, and transportation.
- The program provided WtW clients on-the-job training (OJT). Previously, training was attempted after work, in the evening or on the weekend, which caused staffing and financial burden that OJT would eliminate.

Kansas' Mentoring Works was nominated and selected to be a workshop presenter at the National JETT*CON '99 Conference sponsored by the U.S. Department of Labor, Employment and Training Administration in July, 1999. For each individual removed from the Welfare program and entered into employment, the Kansas taxpayers saved approximately \$900 per month.

Kansas Mentoring Works Program is currently being considered as a national model for teaching life skills and effective work habits to a segment of their population that traditionally demonstrated a multitude of barriers toward achieving successful unsubsidized employment.

CALIFORNIA MENTORING WORKS EXECUTIVE SUMMARY

PURPOSE

California should develop and implement a senior mentoring program designed to increase employer retention of Welfare-to-Work (WtW) clients.

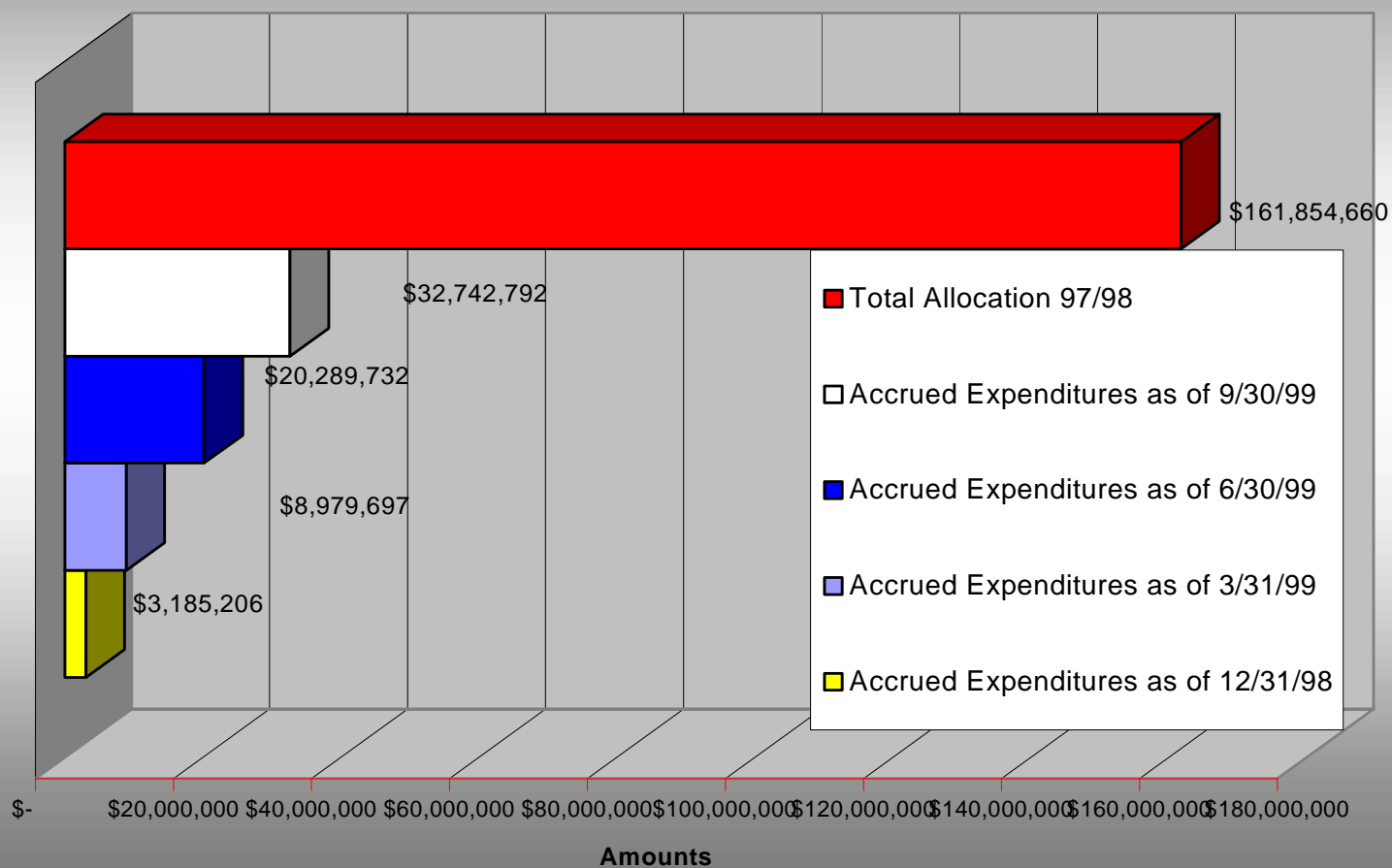
PROPOSAL

1. The Senior Worker Advocate Office (SWAO) should develop a pilot program, to run for one year in a California county to be determined (Sacramento is the suggested county), to study the feasibility of statewide mentoring programs. Funding sources will be developed through effective grant writing, including:
 - O.A.A. Title V, 502e funds.
 - WtW funds.
 - CA special programs funds.
2. Tracking of program information will be the measure of its success. The Employment Development Department (EDD) SWAO should take the lead in coordination and tracking of pertinent program statistics. Goals of the pilot include:
 - Employment of 50 mentors, each to work with two WtW clients.
 - Retention of at least 50 percent of the 100 WtW clients at selected work sites
3. Client population to be served under this program will meet criteria for WtW's most difficult to employ clients, meeting two of the following criteria:
 - No high school diploma.
 - A history of substance abuse.
 - A poor work history.
4. For the pilot program, mentors may be chosen from two existing sources:
 - Experience Unlimited club in county of pilot program.
 - Seniors with Title V eligibility (i.e., age, income).

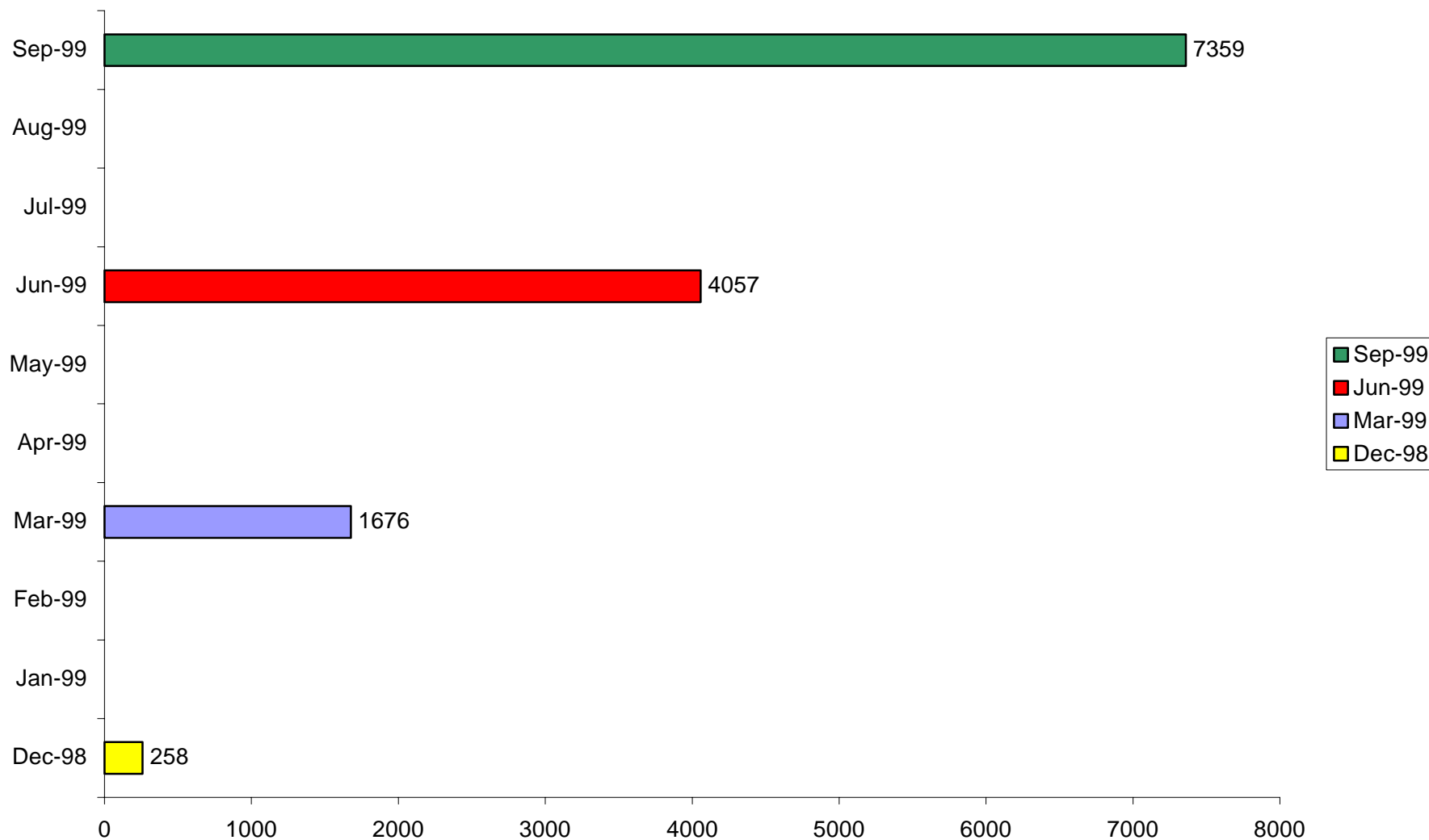
Mentors will be compensated for their duties performed. Amount to be determined by procured funding (alternatives listed above)

5. The only EDD involvement is one existing staff from the SWAO, with administrative support from the existing SWAO staff, who will administer the pilot program.

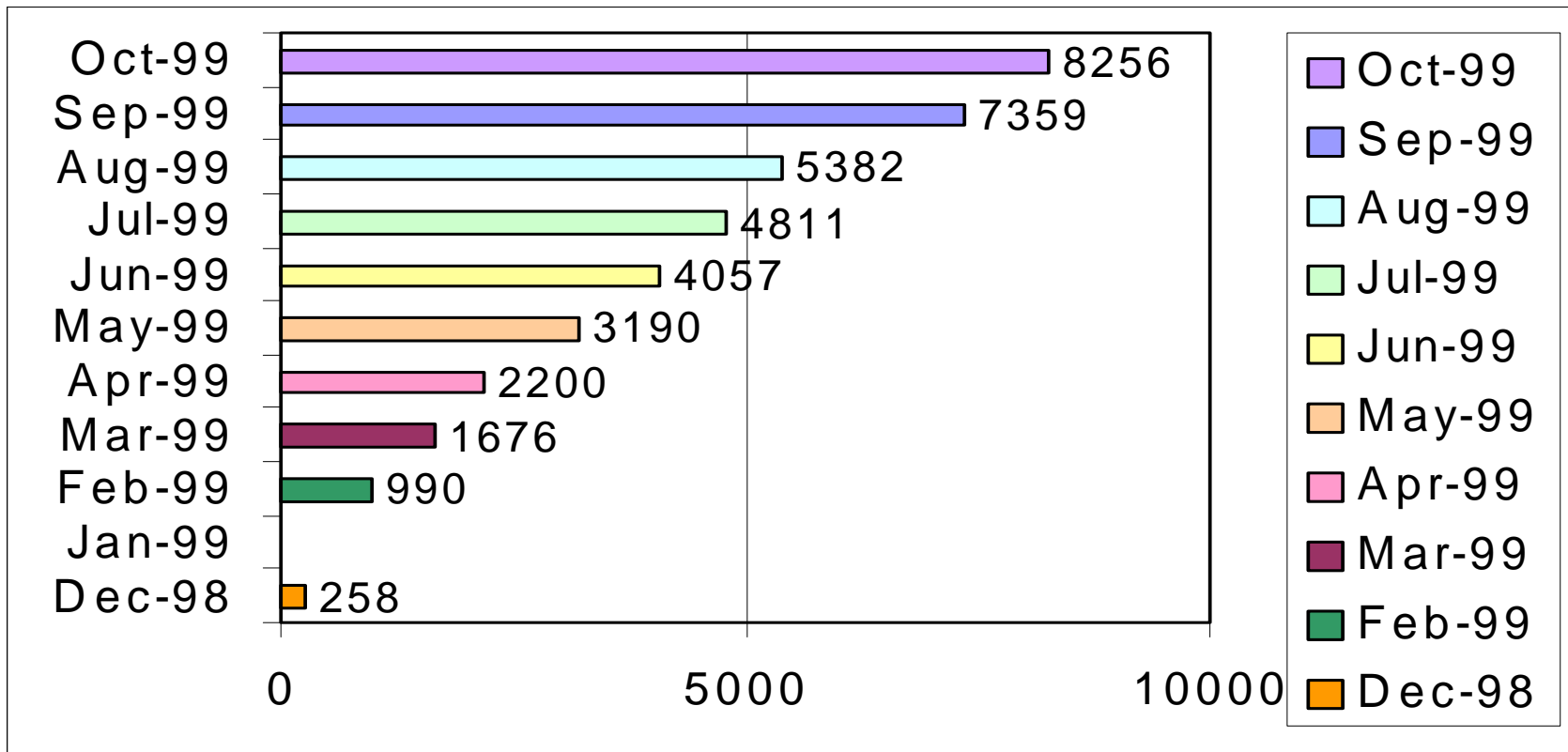
Welfare-to-Work Statewide Expenditures by Quarter Cumulative-to-Date 85 Percent Formula



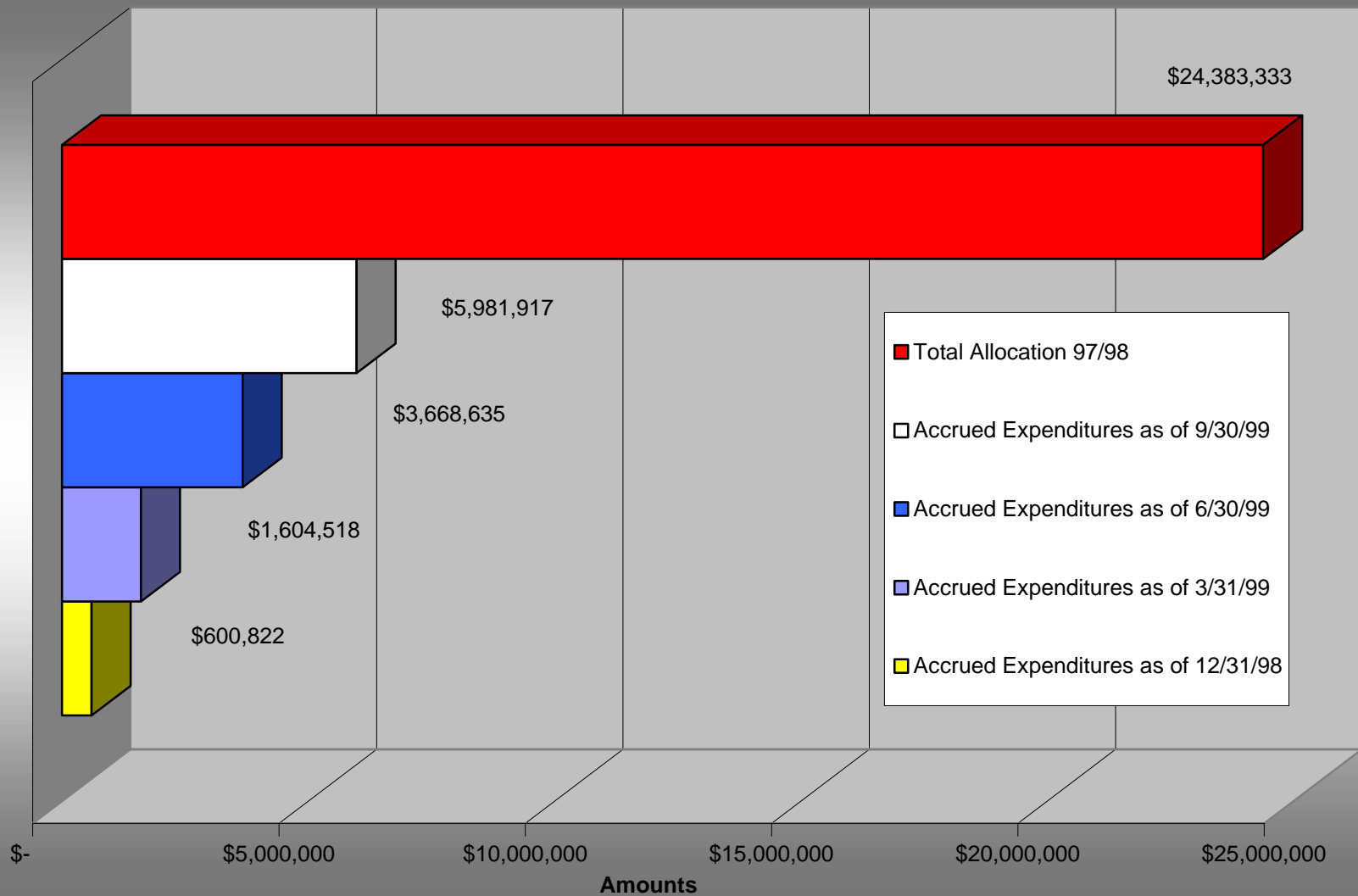
**Welfare-to-Work
85 Percent Formula Program .
Participant Growth Comparison by Quarter**



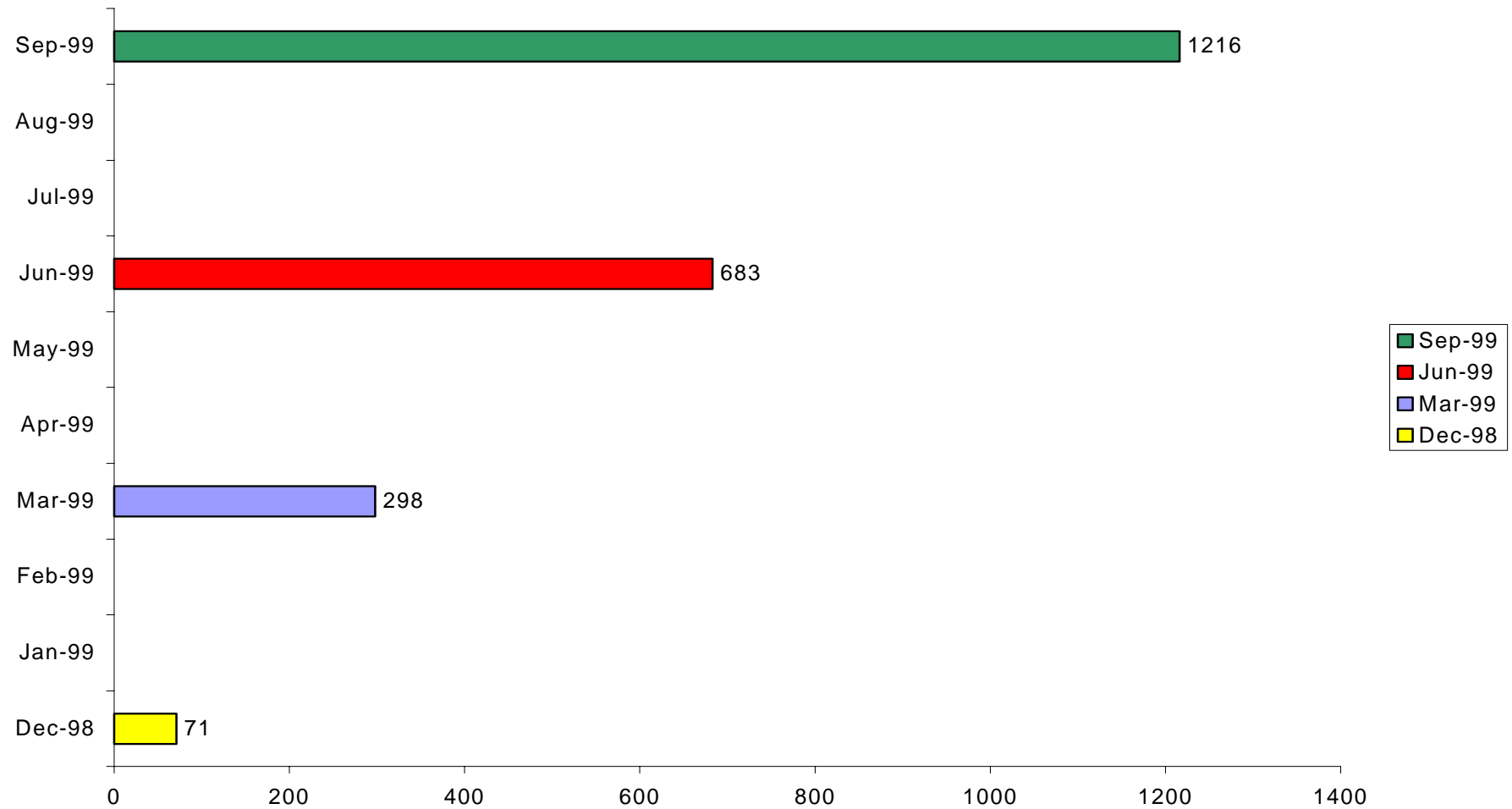
**Welfare to Work
85 Percent Formula Program
Statewide Participants by Month**



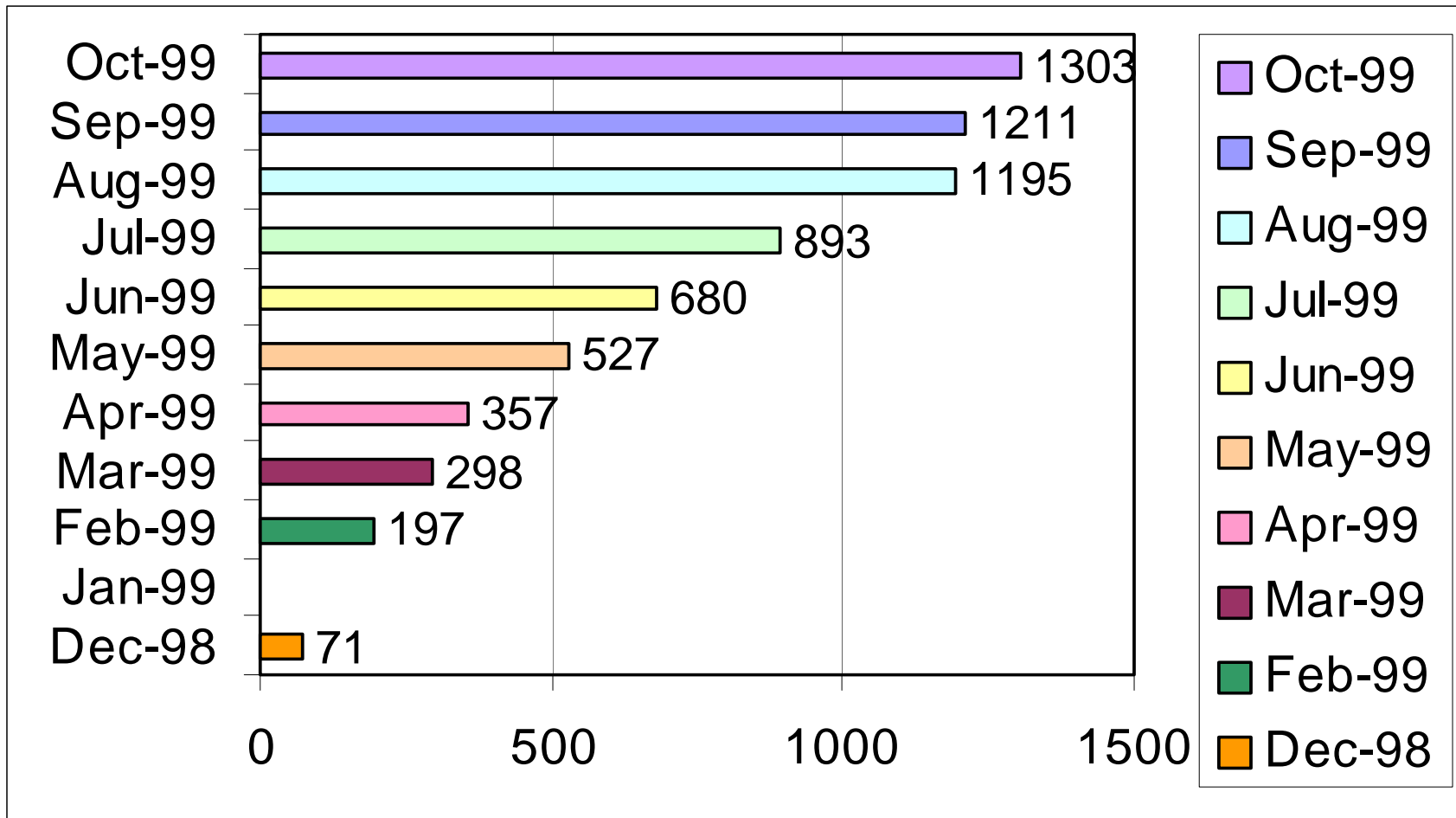
Welfare-to-Work Statewide Expenditures by Quarter Cumulative-to-Date 15 Percent Formula



**Welfare to Work
15 Percent Formula Program
Participant Growth Comparison by Quarter**



**Welfare-to-Work
15 Percent Formula Program
Statewide Participants by Month**



WELFARE-TO-WORK (WtW) JOINT VISITS REPORT CALIFORNIA DEPARTMENT OF SOCIAL SERVICES (CDSS) AND EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD)

BACKGROUND

Prompted by concerns regarding the slower-than-expected implementation of the federal Department of Labor (DOL) WtW Grant program in California, staff from CDSS and EDD conducted joint visits to a representative sample of ten of the programs in July and August 1999, to discuss the status of their implementation efforts.

While delayed implementation of the federal WtW Grant program is not unique to California, but in fact is a nationwide phenomenon, it was decided that attention was necessary in order to ensure that local entities in California could share their experiences and best practices.

The visits included interviews with the management and staff of the local county welfare departments (CWD) and service delivery areas (SDA) and/or their WtW Grant program service providers. In addition, most of the visits included interviews with WtW Grant program participants. The 10 SDAs visited were:

- Butte County
- Fresno County
- Imperial County
- Northern Rural Training and Employment Consortium
- Oakland
- Sacramento County
- San Diego County
- San Joaquin County
- Santa Clara County – Silicon Valley Private Industry Council (SVPIC) and North Santa Clara Valley Job Training Consortium
- Stanislaus County

SALIENT POINTS

- The main impediment to program implementation has been the restrictive federal eligibility requirements, particularly the requirement to expend at least 70 percent of the funds on long-term Temporary Assistance for Needy Families (TANF) recipients having at least two of three specified barriers to employment.

NOTE: Amended legislation (Title VIII of HR 3424 Amendments of 1999) removes the barrier requirement. However, the legislation would not be effective until October 1, 2000 for the federal formula grant funds.

- Several local entities expressed frustration with the cumbersome federal participant and financial reporting requirements.

NOTE: The amendments repeal the current requirements and allow the DOL Secretary, in consultation with the Health and Human Services Agency Secretary, states, and locals, to establish streamlined and simplified reporting requirements.

- It took time for SDAs and CWDs to learn each other's *cultures*. The visits indicated that early cooperation/coordination problems have largely been resolved. This has been accomplished in various ways, including: staff cross-training, joint workgroups and/or ongoing meetings of both management and staff, staff co-location, consolidation of intake forms, SDA access to CWD case files, and the development of jointly approved policies and procedures governing referrals, eligibility, case management, and other participant information issues.
- Early on, CWDs were focused on meeting TANF/California Work Opportunity and Responsibility to Kids (CalWORKs) program enrollment obligations by January 1, 1999. This had the effect of delaying referrals from CWD's to local WtW operating entities.
- The confidentiality of participant information was a concern of the local CWDs; however, an all-county letter from CDSS has largely resolved this concern. This letter cites the flexibility stated in the *Welfare & Institutions Code* for sharing info with other agencies (such as WtW Grant program providers) on a need-to-know basis for program administration purposes.
- The WtW Grant program participants are the hardest-to-employ of the CalWORKs population and many experienced more barriers than the average Job Training Partnership Act participant. However, several participants interviewed indicated that once they overcome their initial misconceptions and apprehensions, many become very motivated.
- Most of the participants interviewed stated that the WtW Grant program was having positive impacts on their lives in terms of getting them jobs and, perhaps even more important, changing their attitudes and self images.
- While many early problems have been resolved, the visits indicated the value of a joint approach to visits and problem solving at the State level as well as the local level. Some problems were identified and solutions suggested, as a result of the interaction that took place at the meetings. This joint departmental effort has become the model for future WtW endeavors at the State level.